CANADIAN COAST GUARD AGENCY

2008-2009 YEAR END REPORT

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MESSAGE FROM THE COMMISSIONER

This document provides a report on the progress made by the Canadian Coast Guard (CCG) against its commitments for 2008-09, as outlined in its 2008-11 Business Plan.

The report is based on a detailed and extensive self-assessment by the Coast Guard Management Board and is based on the following criteria:

☐ Green:	The project or deliverables were completed as planned and/or decision/approval was obtained by April 30, 2009.
☐ Yellow:	The project or deliverables were not completed as planned due to external factors/or substantial progress has been made but the project or deliverables were not fully completed by April 30, 2009.
☐ Red:	The project or deliverables are substantially incomplete.

Commitments related to the 2007 Report of the Auditor General are flagged with the acronym AG. Commitments related to the Coast Guard's 2006 A-base review are identified by "A-base" and those related to the 2005 Public Service Employees Survey are identified by "PSES".

To the best of my knowledge, this report represents a fair and accurate assessment of progress to date, based on information available at this time.

George Da Pont
Commissioner, Canadian Coast Guard

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☐ Project/Deliverables are substantially incomplete

FOCUS ON CLIENT SERVICE

1.0 Strengthening the CCG as a Client - Focused National Agency

Commitment	Lead	Results Achieved/Status
2008-2009		
Refine our engagement framework to find ways to better involve recreational boaters and fishers.	Director General, Integrated Business Management Services (DG,IBMS)	► CCG has reviewed the different mechanisms used across Canada to engage with boaters and fishers and adopted a new proposed engagement framework.

1.1 Levels of Service Review

Objective:
Clear, precise levels of service that are understood by all Coast Guard managers and stakeholders, and applied consistently throughout the country. Through advisory boards, we will have an opportunity to develop a common understanding, assess existing levels of service and any perceived gaps as well as discuss requests for enhanced services that have been raised by external and internal users of our services.

Commitment		Lead	Results Achieved/ Status
2008-2009			
Develop a report that reflects input received and validate information with clients.	AG	Director General, Maritime Services (DG, MS)	► The Canadian Coast Guard has prepared a report that consolidates comments received from clients. The report is presently available on the CCG Web site and clients who participated in the engagement sessions were invited to read the summary and provide comments by November 30, 2008.
Develop options, and implement those changes that are feasible, within current resource levels, which consider the outcomes of the consultations on LOS Review.	AG A-Base	DG, MS	► Client comments and requests relating to the CCG Levels of Service Review have been subject to internal validation and analysis. Implementation of changes, which are feasible within current resource levels, will begin following the completion of the analysis and the approval of options.

1.2 Marine Services Fees Strategy

Objective:
Collaborate with the commercial shipping industry in developing options for the future of Marine Services Fees with the objective of putting forward a common recommendation to the Government.

Commitment		Lead	Results Achieved/ Status
2008-2009			
Implement government direction.	AG	DG, MS	► A joint CCG-Industry working group has analyzed the fees and developed options for consideration. It is anticipated that a decision on a future direction will be taken in 2009-2010.

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■ Project/Deliverables are substantially incomplete.

1.3 Stronger Canadian Coast Guard Identity

Objective:
Strengthen pride in identity and traditions and reinforce the values and culture required to operate effectively as a national Agency.

Commitment		Lead	Results Achieved/ Status
2008-2009			
Refresh the CCG operational framework (vision, mission, and values).		Deputy Commissioner	► Completed. ► It is included in the 2009-2012 Business Plan.
Publish and promote a common understanding of uniform guidelines.		Assistant Commissioner, Newfoundland and Labrador (AC,NF) Assistant Commissioner Central & Arctic (AC,C&A)	► The Uniform Guidelines were published in June, 2008 and widely communicated to all CCG staff. ► Surveys have been sent to employees to promote the understanding of the guidelines and seek feedback.
Develop Internet governance, publishing processes, and needs analysis for continuous improvement.	A-Base	DG, IBMS	►The Internet governance, publishing processes and needs analysis for continuous improvement have been completed.

1.4 Strengthening Management

Objective:
As an integral part of strengthening itself as a national Agency, the Coast Guard must work toward national consistency in its planning, reporting and management practices.

Commitment		Lead	Results Achieved/ Status
2008-2009			
Implement activity based management and budgeting based on the approved Program Activity Architecture (PAA):			
• Train all users on the new coding structure.	AG A-Base	DG, IBMS	► Training material was developed and distributed on a national basis.
• Verify the usage of the coding developed in 2007-2008 for its alignment with the new PAA.	AG A-Base	DG, IBMS	► The usage of the coding developed in 2007-2008 has been verified and is aligned with the new PAA.
Consult with clients and stakeholders and adjust the Performance Measurement Framework where required.	AG	DG, IBMS	► The CCG has launched a web-based survey to provide stakeholders with the opportunity to comment on its Performance Measurement Framework (PMF). The input received will be considered for application in future years.
Develop national Salary Management Information System (SMIS) procedures to ensure consistent salary data entry into SMIS.	AG A-Base	AC, Maritimes	► The national implementation team has finalized the SMIS best practices, and has completed a procedures manual to ensure that the practices are applied consistently.

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■ Project/Deliverables are substantially incomplete

Sign a new Service Level Agreement (SLA) with Human Resources & Corporate Services (HRCS) that specifies levels of service and related performance measures.	A-Base	AC, NL & HRCS		► A new service level agreement has been completed between CCG and HRCS for implementation in 2009-2010. It is in the signing process.

2.0 Support for Canada's Maritime Security Agenda

2.1 Improving CCG Support of the Federal Maritime Security Agenda

Objective:
Contribute significantly to maritime domain awareness capacities through its Marine Communications and Vessel Traffic Services and through its presence on all coasts, support on-water enforcement and responsiveness capacities by providing crews and vessels, and provide interagency and interdepartmental collaboration in support of maritime security.

Commitment	Lead		Results Achieved/Status
2008-2009			
Continue to provide expertise in the delivery of on-water support to security as part of the Government of Canada security agenda.	Deputy Commissioner & Director General, Fleet (DG,Fleet)		► Four vessels on the Great Lakes-St. Lawrence Seaway System are providing the planned interim Marine Security Enforcement Team program on-water delivery. Law Enforcement Familiarization Training was provided during the winter. ► Participated in a successful joint operation "Nanook" in the Arctic led by the Department of National Defence.

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FOCUS ON EFFICIENCY AND EFFECTIVENESS

3.0 Fleet Renewal

3.1 Procurement of New Vessels

Objective:
Procure new vessels to replace those that are beyond their useful life, to improve maintenance of existing vessels through life-cycle management; and to manage the Fleet more effectively through better operational planning processes and the development of clear charging policies.

Commitment		Lead	Results Achieved/ Status
2008-2009			
Deliver the Air Cushion Vehicle to Québec region.		Director General, Major Crown Projects (DG,MCP)	► Air cushion vehicle accepted and delivered to Québec Region in March 2009. ►Project was on budget.
Issue contract for 12 Mid-Shore Patrol Vessels (MSPVs).	AG A-Base	DG, MCP	► Competitive process was cancelled in August 2008 because bid prices exceeded available funding. ►New competitive process was launched in March 2009.
Issue competitive Request for Proposal for 3 Offshore Fisheries Science Vessels.	AG A-Base	DG, MCP	► In light of the MSPV Competitive process cancellation, project profile and solicitation strategy are being reviewed.
Conduct project-definition activities and establish the procurement strategy for the Offshore Oceanographic Science Vessel.	AG A-Base	DG, MCP	► Preliminary Project approval was obtained from Treasury Board in July 2008. ►Project definition activities and procurement strategy are being refined.

3.2 Fleet Operational Readiness

Objective:
Openly and transparently communicate to Parliamentarians and stakeholders the true financial and management resources required for a civilian Fleet that is ready and able to respond to Government of Canada requirements. Develop a new charging model as the basis for simplified service accords with clients, beginning with Fisheries and Oceans (DFO) Science and DFO Fisheries & Aquaculture Management (F&AM).

Commitment		Lead	Results Achieved/ Status
2008-2009			
Implement Mission Readiness for Fleet.		DG, Fleet	► Mission Readiness was implemented including the establishment of Standard Operating Procedures and Readiness Response Profiles to maximize successful Fleet operations in the event of unplanned events.
Implement an improved Service Level Agreements (SLA) with internal non Coast Guard clients based on new funding and charging models.	AG	DG, Fleet	► SLAs based on new funding and charging models have been put in place with DFO Science and Fisheries and Aquaculture Management. These will be implemented on a 'pilot' basis for the next three years and will include the development of a joint performance measurement framework.

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4.0 Continued Implementation of Modernization Initiatives

4.1 Aids to Navigation in the 21st Century (AToN21)

Objective:
Deliver a quality service and maintaining safety in the ever changing world of technology. AToN21 considers the changing navigational needs of users in Canadian waterways; ensures the right mix of aids to navigation in those waterways, and lays the foundation for efficient and effective aids to navigation service.

Commitment		Lead	Results Achieved/ Status
2008-2009			
Complete the modernization of five additional aids to navigation directives for a total of 10.	AG	DG, MS	► The modernization of five directives has been finalized. This document is posted on the CCG Intranet Website.
Develop a business case on the effectiveness and efficiency of CCG paint facilities.	AG	Director General, Integrated Technical Services (DG,ITS)	► The business case on the effectiveness and efficiency of CCG paint facilities was developed through regional and industry consultation. The analysis concludes that current practices are approximately cost neutral to contracting out.
Engage the shipping industry through the advisory bodies about e-Navigation vision, strategy, and next steps.	AG	DG, MS	► CCG's draft vision and strategy document has been completed and was discussed at the Canadian Marine Advisory Council, with the National Marine Advisory Board (NMAB) members, and at a Marine Industry workshop. It is available on the CCG Internet website. Consultations are underway with Regional Marine Advisory Boards and a working group of NMAB.
Develop guidelines for synthetic moorings and related equipment standardization (for anchors exceeding 272 kg but not more than 1136kg) in preparation for the introduction of Life Cycle Management of these assets.	AG	DG, ITS	► Guidelines have been developed and introduced into the CCG Asset Management System. This document is posted on the CCG Intranet Website.

4.2 Vessel Maintenance Management Review

Objective: Provide options and recommendations to assist in the transition to and implementation of a corporate-wide maintenance management system, and a practical evaluation of the Coast Guard's organizational, structural and cultural capacity to achieve this transition.

Commitment	Lead	Results Achieved/ Status
2008-2009		
Begin to address the findings of the Vessel Maintenance Management Review. The initial focus is on:		

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• Clarifying roles, responsibilities, and accountability;	AG	DG, ITS		► The CCG Vessel Maintenance Management Policy Governance (CCG Authority and Accountability Directive for Vessel Maintenance Management) was developed through regional consultation.
• Creating an accessible bank of current maintenance policies and procedures;	AG	DG, ITS		► A directory of all current and relevant CCG publications available in electronic format that are related to vessel maintenance has been created on the CCG Intranet site.
• Assessing internal options for increasing the number of marine engineers both on vessels and on-shore; and	AG	DG, Fleet & DG, ITS		► A discussion paper was developed to analyze the options to increase resources to support vessel maintenance management. Six areas of shortcomings were established and a decision was taken to add 69 positions, in support of fleet maintenance activities. The emphasis was on the addition of marine engineering expertise. The new positions will be added over a 3 year period.
• Beginning to develop a program management framework for maintenance activities.	AG	DG, ITS		► The basis of a program management framework has been established by: • The CCG Vessel Maintenance Management Policy Governance; • The creation of a Engineering and Maintenance manual for Vessel maintenance; • The planned increase of fleet maintenance personnel; • The creation of a distinct allotment for ship's refit within the capital funding envelope; • The development of national structure within the Superintendent Marine Engineers community with the establishment of the standard organization; and • The establishment of the National Management Committee for Vessel Maintenance that meets regularly.

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FOCUS ON PEOPLE

5.0 Effective Management of Our Workforce and Workplace

5.1 Attract and Retain a Skilled Workforce

Objective:
Strengthen its capacity and process for human resource planning and succession planning by taking on a greater role in human resource planning, including planning requirements for seagoing and shore-based personnel, as well as planning and organizing the delivery of training for all CCG employees.

Commitment		Lead		Results Achieved/ Status
2008-2009				
Implement a pilot Seagoing Personnel Career Development Initiative.	AG	DG, Fleet		► The project has been successfully implemented and integrated into routine operations.

5.2 Improve the Diversity of Our Workforce

Objective: The Coast Guard is committed to being a more representative organization. Our efforts to build a respectful and welcoming workplace that employs people as diverse and representative as the population we serve are continuous.

Commitment	Lead		Results Achieved/Status
2008-2009			
Launch a network of women who represent Ships' Officers and Ships' Crew.	DG, Fleet		► The Network has been established and will continue to evolve. Regional coordinators are in place and engaged.

5.3 Focus on Training, Learning, and Career Development

Objective: To mitigate risks associated with upcoming retirements and an increasingly competitive labour market, CCG will focus on training, learning and career development initiatives to build and maintain a skilled, well-trained, knowledgeable and professional workforce.

Commitment		Lead		Results Achieved/ Status
2008-2009				
Consult with managers, employees and bargaining agents on the draft Learning and Development framework, vision, and proposed action plan.	PSES	AC, Pacific		► Consultation has been completed. A Learning and Development framework has been approved and will be distributed throughout CCG.
All CCG employees will have an individual learning plan.		DGs & ACs		► Learning Plans have been completed for 95% of shore-based employees and 81% of seagoing employees.

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5.4 Improve National Consistency in Human Resources Management

Objective: The Coast Guard has taken two key steps to improve national consistency of human resources management - the development of a standard regional organization and the introduction of a performance review system.

Commitment		Lead		Results Achieved/ Status
2008-2009				
Begin the migration to standard regional organizational structures.	AG A-Base PSES	DGs & ACs		► Information sessions with the unions on the CCG Standard Organization have started. The launch is expected early in the new fiscal year. Migration to the Standard Organization will be implemented over a 3 year period.
Complete the development of National Model Work Descriptions (NMWD) for technical and seagoing positions.	AG A-Base PSES	DG, Fleet		► All Ships' Officers positions have been written and classified. NMWD for Ships' Crew positions have been completed and submitted for classification.
		DG, ITS		► NMWD drafts have been produced for 90% of the technical positions; 143 positions have been classified affecting 360 people.
Implement the CCG Performance Review System.		DGs & ACs		► The Performance Review System was launched on April 1, 2008. ►A separate program for seagoing personnel was established and fully aligned to overall CCG performance review systems and other requirements. ►Since the implementation of its Performance Review System in April 2008, CCG's completion rate for performance reviews has greatly improved. In 2007-2008, Coast Guard's completion rate was 78%; in 2008-2009, the rate of completion for performance reviews was 92%. This improvement is directly attributable to the Agency's commitment and implementation of its Performance Review System.

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KEY INITIATIVES – ONGOING SERVICES

Post-Panamax Study, St. Lawrence River

Commitment	Lead	Results Achieved/Status
2008-2009		
Participate with Transport Canada, Laurentian Pilotage Authority and Industry in a risk analysis to aid in decision to authorize wide-beam vessels to navigate the St. Lawrence River and develop recommended operational conditions and restrictions for the vessels.	DG, MS & AC, Quebec	► The work necessary to complete the risk analysis is underway with a draft report expected in mid 2009.

NAVAREAS

Commitment	Lead	Results Achieved/Status
2008-2009		
Finalize implementation plans with the International Maritime Organization.	DG, MS	► Canada has been accepted as a NAVAREA coordinator for 2 Arctic areas. Notification of Canada's intention to begin a satellite broadcast service on January 1, 2010 was provided at the International Maritime Organization COMSAR 13 meeting in January 2009.
Project definition phase (implementation, training, acquisition plans).	DG, MS	► The project plan has been finalized and equipment has been purchased. Installation is planned for summer 2009 at Prescott Marine Communications and Traffic Services Centre.

Canada Shipping Act, 2001 (Part V)

Commitment	Lead	Results Achieved/Status
2008-2009		
In collaboration with Transport Canada, develop an enforcement strategy to ensure compliance with the Vessel Traffic Services section of *Canada Shipping Act, 2001*.	DG MS	► CCG and TC met and discussed the development of an enforcement strategy for the regulations that fall under the Minister of Transport's authority.

Marine Communications and Traffic Services Technical Training

Commitment	Lead	Results Achieved/Status
2008-2009		
Finalize the national process for the recruitment of Marine Communications and Traffic Services (MCTS) trainees.	DG, MS	► A second recruitment initiative for bilingual imperative Ab-initio trainees is underway. Documentation for the process is finalized and available in both official languages. A MCTS National Recruitment Administration Manual was finalized in April 2009.

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Initiate the development of a training framework to address new technology and related procedures.		DG, MS	► A draft training framework is under development.

Search and Rescue Needs Analysis

Commitment		Lead	Results Achieved/ Status
2008-2009			
Validate Search and Rescue (SAR) Needs analysis findings and recommendations with SAR partners.	AG A-Base	DG, MS	► Findings and recommendations have been validated with all SAR partners and all of the findings received support. The Report has been posted on the CCG Internet website.
Implement the recommendations from the SAR Needs analysis that are feasible within existing resource levels.	AG A-Base	DG, MS	► An action plan to implement recommendations that are feasible within existing resource levels is being developed and implementation will begin in 2009-2010. A new lifeboat station has been announced for the Lower North Shore of Quebec.

Search and Rescue Technical Training

Commitment	Lead	Results Achieved/ Status
2008-2009		
Develop and issue a request for proposal to develop a framework and strategy for SAR technical training.	DG, MS	►A Memorandum of Understanding was signed with Government Consulting Services. Workload analysis of 24/7 operations has begun and should be completed in 2009-2010.

Health of the Oceans

Commitment	Lead	Results Achieved/ Status
2008-2009		
Complete risk assessment, engage the communities and issue equipment request for proposal on Canada's spill response capacity in the Arctic.	DG, MS AC, C&A	► Risk assessment was completed with the communities' involvement. The Request for Proposal was issued, however, process issues precluded procurement of all equipment components for 2008-2009.

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Review of the National Environmental Response Strategy

Commitment	Lead	Results Achieved/ Status
2008-2009		
Complete revision of National Environmental Response (ER) Strategy, consulting with partners on the document.	DG, MS	► The National ER Strategy is presently at the draft stage. The strategy still needs to go through consultations with CCG partners. An acceptable approach on the level of detail to be included in the document continues to be under discussion.
Develop competency profiles and training strategy for ER management.	DG, MS	► Competency profile for On-Scene Commander and Federal Monitoring Officer have been completed and training strategy drafted for approval.
Develop senior managers training course.	DG, MS	► The Senior Managers Awareness Course has been developed.

Brigadier General M. G. Zalinski

Commitment	Lead	Results Achieved/ Status
2008-2009		
Develop and cost all components of the action plan.	DG, MS	► Following consultations with First Nations, the costing of a contingency plan was completed. The project remains on track for 2010, subject to funding.

Canada Shipping Act (CSA) 2001 (Part VIII)

Commitment	Lead	Results Achieved/ Status
2008-2009		
Deliver Pollution Response Officer (PRO) training course to CCG ER personnel.	DG, MS	► The PRO training course has been developed and is being delivered with measurable results.

Environmental Response Services Technical Training

Commitment	Lead	Results Achieved/ Status
2008-2009		
Develop and issue a request for proposal to develop the framework and strategy.	DG, MS	► The Environmental Response technical training strategy has been partially drafted. However further details need to be developed.

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Marine Security Enforcement Team

Commitment	Lead	Results Achieved/Status
2008-2009		
Perform an in-depth analysis of the Task and Hazard Assessments associated with CCG support to on-water law-enforcement operations in co-operation with RCMP and Conservation and Protection partners.		
• Modify current practices and/or develop new ones as appropriate;	DG, Fleet	► Two Task Hazard Analyses were completed with substantive follow-up. An enforcement operations conference with CCG, DFO, Conservation and Protection and RCMP has taken place. Training and operational guidance were modified as a result.
• Develop and provide enhanced training for support to law enforcement operations; and	DG, Fleet	► Two updated and enhanced Law Enforcement Familiarization Training courses were delivered (one in French and one in English).
• Identify the appropriate personal protective equipment to enhance maritime security capacity in the safest way possible.	DG, Fleet	► An ongoing review process is in place. New equipment has been and will continue to be purchased as necessary.
• Deliver the Marine Security Enforcement Team (MSET) program including the provision of enhanced training for support to law-enforcement operations and a gap analysis and plans to further support personnel and infrastructure.	DG, Fleet	► The MSET program was delivered as was specific training and an operations conference on CCG support to law enforcement activities. Fleet human resource gaps have been analyzed and addressed; including the supply of personal protective equipment to reduce risks to all participants.

Marine Security Operations Centres

Commitment	Lead	Results Achieved/Status
2008-2009		
Support the establishment of a permanent RCMP-led Marine Security Operations Centres (MSOC) in the Seaway - Great Lakes region.	Deputy Commissioner	► Approval was received for the permanent Seaway - Great Lakes MSOC in September 2008. CCG proactively participating on the inter-agency implementation working group. Staffing plans are being developed to ensure appropriate CCG staff are available for assignment in the GL-MSOC.

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Automatic Identification System/Long Range Identification and Tracking System

Commitment	Lead	Results Achieved/Status
2008-2009		
Implement Automatic Identification System (AIS) and Long Range Identification and Tracking System (LRIT) according to schedule:		
• LRIT: Implement the Canadian portion of the international LRIT system by the end of the year.	DG, ITS	► The International Maritime Organization has extended the LRIT implementation deadline to July 1, 2009. Canada is on-track to meet all LRIT system obligations.
• AIS: Complete procurement of the AIS system, and start to install the system by the end of the fiscal year.	DG, ITS	► All AIS equipment has been purchased and approximately 25% of the equipment at remote sites has been installed as of March 31, 2009.

Redeployment of Heavy Icebreakers

Commitment	Lead	Results Achieved/Status
2008-2009		
Complete the redeployment of the heavy icebreakers.	DG, Fleet, AC, Maritimes & AC, NL	► CCGS *Terry Fox* was deployed to Newfoundland and Labrador Region on April 01 2008. CCGS *Louis S. St-Laurent* was deployed on April 01 2009.

Ongoing Improvements in Fleet Management

Commitment		Lead	Results Achieved/ Status
2008-2009			
Continue to enhance and improve Fleet business management through a variety of activities. This will include:			
• Further development of the elements of the Fleet Financial Framework.	AG	DG, Fleet	► Established standard coding practices within the National Fleet Costing Model. ► Developed a Fleet Financial Reporting Policy. ► Finalized a Fleet Operational Planning Guide. ► Costing of Vessel Maintenance Protocol developed jointly by Fleet and ITS and is being included in the Vessel Maintenance Management Review project.
• Continued implementation of the Fleet fuel management process.	AG	DG, Fleet	► Fleet Fuel Management Policy has been established and is ready for implementation. A National Fuel Monitoring Report has been implemented.

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Develop a *Fleet Management Manual*.	AG	DG, Fleet	► The framework and architecture for this Intranet-based E-Manual is complete. Integration of existing material into the new structure will begin in 2009-2010.
Complete the requirements analysis for the Fleet Activity Information System (FAIS) upgrade project, and continue to improve the existing FAIS system.	AG	DG, Fleet	► Requirements analysis is complete. FAIS upgrade project has been approved for funding and the design phase is underway (Fiscal Year 2009-2010). ► Vessel activity codes for the current FAIS system have been reviewed with a view to simplify the coding structure.

Improved Maintenance of the Existing Fleet

Commitment		Lead	Results Achieved/ Status
2008-2009			
Continue the vessel condition program which will survey about 20% of the fleet vessels each year. This will become standard practice within CCG in the coming years.	AG	DG, ITS & ACs	► A new approach has been adopted which consists of conducting Vessel Condition Assessments for all vessels during 2009-2010, and, based on the results of the assessments, implementing a Vessel Condition Continuous Survey Program in the following year.
Develop and implement signage, markings, and training on antenna safety onboard vessels.		DG, ITS & ACs	► The signage, markings and training materials have been developed for antenna safety on board vessels. Signage and markings have been added to the majority of the fleet with the remainder being fitted as the vessels become available. ► Training has been given to regional personnel and the course has been included the ongoing training program.
Implement standard maintenance plans for critical ship systems for Type 1100 class vessels.	AG	ACs	► The required maintenance plans have been developed and have been distributed to the regions and Type 1100 vessels for use. They are posted on the CCG Intranet website.
Issue a standard set of refit specifications for Type 1100 vessels.	AG	DG, ITS	► The required standard refit specifications have been developed in consultation with regions and other key stakeholders and have been distributed for use. They are posted on the CCG Intranet website.

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■ Project/Deliverables are substantially incomplete

Coast Guard Fleet Human Resources Initiatives

Commitment		Lead	Results Achieved/ Status
2008-2009			
Develop standardized crewing matrix predicated on competency (crewing) profiles.	AG A-Base	DG, Fleet	► Completed the Ships' Competency (Crewing) Profiles (requisite crew certification, technical training and experience) and developed crewing requirements associated with self-maintenance, refit, and seasonal lay-up. The completed matrix to be finalized in Fiscal Year 09-10.
Launch a Fleet Human Resources Development Program that includes:			
• Establishing a Professional Development Unit section at headquarters.	AG	DG, Fleet	► Fleet Professional Development Unit capability is in place and will form part of an enhanced Marine Personnel Branch.
• Putting in place funded rotational assignments for regional staff in the National Co-ordination Centre at headquarters.	AG	DG, Fleet	► Assignments have proven to be very successful as HQ and regional Fleet recruitment, developmental and advancement tools. This is now an ongoing aspect of Fleet HR management.
• Establishing regional developmental positions for seagoing personnel.	AG	DG, Fleet	► The project has been successfully implemented and integrated into routine operations.
• Ensuring that each new vessel class under construction is assigned a Project Director, typically from a region.	AG	DG, Fleet	► Completed and ongoing.
• Opening up Fleet Executive Board meetings to regional Superintendents to ensure effective transference of operational and management knowledge.	AG	DG, Fleet	► Fleet Executive Board joint meetings with regional Superintendents take place regularly.
• The Involvement of regional and operational personnel in the management of North Atlantic and North Pacific Coast Guard fora to promote wider knowledge of international issues and co-operation.	AG	DG, Fleet, AC, Pacific & AC, NL	► Attendance of regional and operational personnel at North Atlantic and North Pacific Coast Guard fora has taken place and will be ongoing. ► CCGS *Pierre Radisson* and CCG emergency response personnel participated in a joint exercise with Denmark and the USA in Greenland as part of this commitment.
• Through collective bargaining attempt to remove structural barriers to the migration of seagoing personnel to on-shore work in support of their development and CCG succession planning.	AG	DG, Fleet	► A new collective bargaining agreement with Ships' Officers has removed structural barriers.

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Continued Improvements in Lifecycle Management Practices for all CCG Assets

Commitment		Lead	Results Achieved/ Status
2008-2009			
Begin implementation of Asset Management System (AMS) deployment.	AG	DG, ITS	► Development of Project Approval documentation has progressed well. System upgrade of MAXIMO component of AMS is complete and the installation of basic MAINTelligence application onboard large Vessels is ahead of schedule.
Complete the five AMS vessel pilots.	AG	ACs	► The concept of operation has been demonstrated where maintenance data from pilot vessels have been successfully transferred to the shore corporate data base where it is accessible by regional and HQ engineering units. The Asset Breakdown System (ABS) which is key to the creation of common data structure for all vessels is working very well. ► Configuration of vessel databases, installation and training of crew has progressed beyond the 5 vessels identified for the pilot.
Implement the Treasury Board-directed Management of Information Technology Security (MITS) Action Plan:			
• Develop and implement a MITS governance structure.		DG, ITS	► CCG MITS governance has been developed and funding has been secured for implementation in the next fiscal year.
• Implement the IT security component of Operational Systems Security Enhancement Project (OPSSEP).		DG, ITS	► IT security of OPSSEP has been completed and the compliance report has been forwarded to the DFO Chief Information Officer.
Continue the development of ITS services and governance:			
• Finalize ITS Services Catalogue and begin implementation.	AG	DG, ITS	► The ITS Service Catalogue is completed. Implementation has begun.
• Develop a plan to implement a Technical Solution Centre (Electronics).		AC, Québec	► The implementation plan for the Technical Solution Centres has been developed.
• Identify and develop national- and regional-level service level agreements for the major electronic services to be used at the Technical Solutions Centres.		DG, ITS	► The Service Level Agreement based on the ITS Services Catalogue has been developed for the Technical Solutions Centers. It is available on the CCG Intranet website.

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CCG College Transformation

Commitment	Lead	Results Achieved/Status
2008-2009		
Develop the Canadian Coast Guard College Transformation Plan.	ED, CCGC	► The Canadian Coast Guard College Transformation Plan is 80% complete. It is expected that the plan will be finalized for approval within the next few weeks. Communication of the plan will commence following approval.

SUSTAINABLE DEVELOPMENT STRATEGY

Commitment	Lead		Results Achieved/Status
2008-2009			
A Canadian Coast Guard that better understands the environmental impact of its business and directs the operation and development of all assets in accordance with a set of industry leading standards and regulations:			
• Under the Departmental Occupational Health and Safety Program, complete development of the CCG component which is a comprehensive management system for health, safety, and environmental issues specific to all shore equipment, facilities and operations.	Deputy Commissioner & DFO, Occupational Health & Safety		► A decision was taken to have one Departmental Occupational Health and Safety (OHS) Program. As part of the implementation of an inclusive safety management system, Corporate OHS will be researching all best practices of all sectors and regions, including the CCG. ► Discussions are underway with Departmental OHS to determine what application a CCG pilot system in Pacific Region may have nationally.

Commitment	Lead		Results Achieved/Status
2008-2009			
Efficacy in ensuring an effective response to minimize adverse impacts of marine pollution incidents in Canadian waters is enhanced.			
• Complete revision of National Environmental Response Strategy, consulting with partners on the document.	DG, MS		► The National ER Strategy is presently at the draft stage. The strategy still needs to go through consultations with CCG partners. An acceptable approach on the level of detail to be included in the document continues to be under discussion.
• Develop competency profiles and training strategy for ER management.	DG, MS		► Competency profile for On-Scene Commander and Federal Monitoring Officer have been completed and training strategy drafted for approval.
• Develop senior managers training course.	DG, MS		► The Senior Managers' Awareness course has been developed.

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